

NATIONAL ACCREDITATION COUNCIL

FOR AGENCIES
SERVING THE
BLIND AND
VISUALLY
HANDICAPPED

ANNUAL
REPORT
1980-81



President's Message



As the National Accreditation Council completes its fifteenth year, we take stock of our progress in achieving our major goal — bringing agencies and schools for the blind in this country into

compliance with nationally recognized accreditation standards. How are we doing?

I'm reminded of a scene from the film, **THE MALTESE FALCON**, in which Humphrey Bogart turns to Sydney Greenstreet and asks a key question — "Why should I do it?" Greenstreet replies "For the same reason a donkey with a carrot in front and a stick in back goes forward instead of backward." Bogart deadpans "Tell me about the carrot."

What does this have to do with NAC? The carrot has been the primary vehicle for encouraging agencies and schools to seek NAC accreditation. The accreditation process itself provides many benefits. Accreditation focuses attention on the organization's goals, it brings together trustees, staff, consumers and community leaders to identify strengths, correct weaknesses, and set objectives, and it provides a management tool for ongoing planning, evaluation and improvement.

There are other benefits. The symbol of accreditation gives stature to the organization in the eyes of its community, provides assurance to blind and visually handicapped people, and helps attract top volunteers and employees.

But the carrot approach hasn't fully worked. Examine the facts. Out of 400 agencies and schools that are eligible to seek NAC accreditation, only 100 or so have applied for this recognition. There are still thousands of blind Americans who receive services from agencies that haven't wanted those carrots enough to make the effort to qualify for accreditation.

We must ask ourselves why it is that 75% of eligible organizations have decided that it is not worth the time, effort and expense that the rigorous NAC accreditation process requires. In short, why haven't 300 agencies and schools bothered to make this investment?

In order for NAC to move forward — rather than backward — in the coming years, its value and appeal must be readily apparent to agencies and schools providing services to blind people. They must be convinced that accreditation is worth the effort, and that it makes a positive difference. And it must also be made clear to them that it is detrimental to their best

interests to evade or ignore the accreditation process.

This brings us to the stick.

In other disciplines, government has stated that only accredited schools and agencies (or those in the process of obtaining accreditation) are eligible for public financial support. Since accreditation provides an objective means by which to evaluate performance, it makes sense from a fiscal standpoint to link it with other prerequisites to governmental funding.

A handful of states now recognize NAC accreditation as a goal that must be either achieved or strived for before funds will be allocated. Needless to say, it is in these states that we have seen the greatest movement toward accreditation. But what of the quality of services to blind people in all the other states?

We know of several corporations, foundations and local United Way affiliates that similarly require accreditation of the agencies for the blind that they fund. But we know of many more who do not. Clearly the linking of public and private funding with accreditation is a powerful and necessary motivator if we are serious about improving services for all blind Americans.

NAC accreditation is a sound concept that has strong appeal. But a concept, unaccompanied by practical incentives and tangible sanctions, cannot be expected to have sufficient impact. I am convinced that with structured reliance on both the carrot and the stick, NAC will better be able to bring about positive changes in the quality and accountability of increasing numbers of agencies and schools serving blind people.

The ongoing process of standard-setting and accreditation provides the most practical, workable mechanism for assuring quality services and sound management practices in this field. It also helps to strike a fair balance between the demand for innovation in a changing society, and the desirability of maintaining stability and continuity. NAC's accreditation system is flexible in its methods and procedures while placing a premium on the value of accumulated experience.

The accreditation process, as practiced by NAC, affords the best opportunity yet developed for assuring the right of every blind person in our society to share fully in the privileges and responsibilities of equal citizenship.

A handwritten signature in dark ink, appearing to read "Otis H. Stephens".

Otis H. Stephens, Ph.D.

Report of the Executive Director

The United Nations has proclaimed 1981 as the International Year of Disabled Persons. As a national partner in our country's observance of this worldwide event, NAC is proud to "promote the full participation in the life of our society of America's citizens with physical and mental disabilities."

Full participation begins at home, and at NAC this means blind and visually handicapped persons take an active role in the policies and programs that affect their lives. Currently, 15 of our Board members (over 40%) are legally blind. Our Commissions and committees also are made up of blind and sighted persons working together. Twenty-five blind people were on-site review team members in the past year, 23% of the total. And most of our printed materials are available in braille or recorded form to make participation easier.

Full and equal participation of blind people in our society can only be possible when there are effective rehabilitation and education services — and fiscal year 1981 saw NAC move closer to its goal of quality services for all blind Americans. Here are some of the year's highlights:

We made a record-breaking 24 on-site visits to accredited and non-accredited agencies: two qualified for accreditation for the first time — the South Dakota School for the Visually Handicapped (Aberdeen, S.D.) and the Conklin Center for Multihandicapped Blind (Daytona Beach, Fla.) — and 19 achieved reaccreditation.

We published a new manual, **On-Site Review Guidelines**, now being used to orient on-site review team members and applicant organizations to their responsibilities during the on-site review.

A two-year project to codify standards for low vision services was concluded. These new standards will be used primarily in agencies for the blind to develop, evaluate and strengthen their low vision services. Partially sighted individuals will benefit from these services by learning to make the most of their remaining vision, thereby enhancing their abilities to function in the sighted world.

The revision of standards for social services, which include social work and recreation programs, was begun. The new standards will emphasize integration of blind people into programs for the sighted, coordination between agencies for the blind and other community organizations, and outreach to underserved populations.

We also began the revision of standards for production of reading materials. These standards will

strengthen the ability of agencies for the blind to produce materials in large print, braille and recorded form to serve their readers in a timely and comprehensive way.

The number of Sponsors and Supporters grew from 31 to 36 this year. Through their endorsements of NAC, Sponsors and Supporters improve the quality of services to blind and visually handicapped people by encouraging eligible organizations to make full use of NAC accreditation.

Our finances this year were healthy. Our income was \$459,334 and our expenses were \$396,866. This favorable situation allowed us to work confidently and securely through the year, and to increase our modest rainy day reserves. It enabled us to create and fill an additional staff position, our first new one since 1971. We also reorganized lines of authority and levels of responsibility among the NAC staff, in order to maintain high productivity and offer new career challenges to our employees.

Our commitment to full participation by the more than two million Americans with severe visual disabilities will continue well beyond the International Year of Disabled Persons. Everyone benefits when those of us who are blind or visually handicapped have equal opportunity to learn, to compete for productive employment, and to participate in community life.



Richard W. Bleeker, Ed.D.



Financial Statements

Statement of Support, Revenue, and Expenses and Changes in Fund Balances Years Ended June 30, 1981 with Comparative Totals for 1980

	1981			Total All Funds	
	Current Funds			1981	1980
	Unrestricted	Restricted (Note 3)	Equipment Fund		
Public support and revenue:					
Contributions	\$262,769	\$90,204		\$352,973	\$302,439
Revenue:					
Assessments and dues — member units	64,964			64,964	51,917
Interest	38,812			38,812	23,971
Publication sales	2,585			2,585	4,535
Total revenue	106,361			106,361	80,423
Total public support and revenue	369,130	90,204		459,334	382,862
Expenses:					
Program services:					
Develop standards		78,954	\$ 229	79,183	57,792
Advance standards	76,303	11,250	103	87,656	92,761
Accreditation	143,222		300	143,522	107,468
Total program services	219,525	90,204	632	310,361	258,021
Supporting services:					
Management and general	54,003		87	54,090	54,426
Fund raising	32,344		71	32,415	29,221
Total supporting services	86,347		158	86,505	83,647
Total expenses	305,872	90,204	790	396,866	341,668
Excess of public support and revenue over expenses	63,258	—	(790)	62,468	41,194
Other changes in fund balances:					
Equipment acquisitions from unrestricted funds	(2,645)		2,645		
Fund balances at beginning of year	182,911		4,750	187,661	146,467
Fund balances at end of year	\$243,524	\$—	\$6,605	\$250,129	\$187,661

The accompanying notes are an integral part of these financial statements.

Statement of Functional Expenses Years Ended June 30, 1981 with Comparative Totals for 1980

	1981						
	Program Services				Supporting Services		
	Develop Standards	Advance Standards	Accreditation	Total	Management and General	Fund Raising	Total
Salaries	\$43,286	\$50,114	\$ 87,647	\$181,047	\$27,403	\$21,355	\$48,758
Employee health and retirement benefits (Note 4)	4,525	5,027	10,558	20,110	6,765	2,262	9,027
Payroll taxes	2,836	3,151	6,617	12,604	1,733	1,418	3,151
Total salaries and related expenses	50,647	58,292	104,822	213,761	35,901	25,035	60,936
Occupancy	3,937	4,441	7,926	16,304	2,449	1,940	4,389
Telephone and telegraph	1,285	1,542	2,680	5,507	832	657	1,489
Conferences, conventions, meetings, and travel	11,775	13,429	11,240	36,444	10,405	1,125	11,530
Professional fees and contract service payments	1,964	2,211	4,208	8,383	1,735	982	2,717
Outside printing, art work, etc.	6,580	3,966	6,518	17,064	489	356	845
Postage and shipping	906	994	1,800	3,700	525	458	983
Dues, subscriptions, and reference publications	14	701	260	975	40	883	923
Supplies	1,836	1,957	3,748	7,541	1,056	908	1,964
Miscellaneous	10	20	20	50	571		571
Total functional expenses except depreciation	78,954	87,553	143,222	309,729	54,003	32,344	86,347
Depreciation	229	103	300	632	87	71	158
	\$79,183	\$87,656	\$143,522	\$310,361	\$54,090	\$32,415	\$86,505

The accompanying notes are an integral part of these financial statements.

Balance Sheet

June 30, 1981 and 1980

	1981	1980		1981	1980
CURRENT FUNDS					
Unrestricted					
ASSETS			LIABILITIES AND FUND BALANCES		
Cash	\$ 30,985	\$ 8,270	Accounts payable	\$ 11,740	\$ 14,356
Commercial paper:			Payroll taxes payable	2,616	
17.25%, due July 10, 1981	130,000		Due to current funds — restricted	49,602	
17.50%, due July 13, 1981	125,000			<u>63,958</u>	<u>14,356</u>
9.50%, due July 11, 1980		165,000	Fund balances:		
Accounts receivable	12,836	13,347	Designated by the Governing Board for long-term investment (Note 2)	213,476	172,079
Pledges receivable		1,460	Undesignated, available for general activities	<u>30,048</u>	<u>10,832</u>
Materials for sale or use — stated at the lower of cost or market	6,026	6,555	Total fund balances	<u>243,524</u>	<u>182,911</u>
Other assets	<u>2,635</u>	<u>2,635</u>		<u>\$307,482</u>	<u>\$197,267</u>
	<u>\$307,482</u>	<u>\$197,267</u>			
Restricted (Note 3)					
Cash		\$ 94,805			
Due from current funds — unrestricted	<u>\$ 49,602</u>		Deferred revenue	<u>\$ 49,602</u>	<u>\$ 94,805</u>
	<u>\$ 49,602</u>	<u>\$ 94,805</u>		<u>\$ 49,602</u>	<u>\$ 94,805</u>
EQUIPMENT FUND					
Equipment, less accumulated depreciation of \$1,040 and \$250	<u>\$ 6,605</u>	<u>\$ 4,750</u>	Fund balance	<u>\$ 6,605</u>	<u>\$ 4,750</u>

The accompanying notes are an integral part of these financial statements.

The Board of Directors
National Accreditation Council
for Agencies Serving the
Blind and Visually Handicapped
New York, New York

We have examined the balance sheet of National Accreditation Council for Agencies Serving the Blind and Visually Handicapped as of June 30, 1981, and the related statements of support, revenue, and expenses and changes in fund balances and of functional expenses for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, such financial statements present fairly the financial position of National Accreditation Council for Agencies Serving the Blind and Visually Handicapped at June 30, 1981, and the results of its operations and the changes in its fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

August 4, 1981

Main Hurdman

MAIN HURDMAN
CERTIFIED PUBLIC ACCOUNTANTS

Total Expenses	
1981	1980
229,805	\$189,927
29,137	21,846
15,755	13,307
274,697	225,080
20,693	19,668
6,996	7,466
47,974	44,308
11,100	9,810
17,909	15,874
4,683	4,833
1,898	1,985
9,505	10,538
621	1,856
396,076	341,418
790	250
<u>\$396,866</u>	<u>\$341,668</u>

Notes to Financial Statements

1 — Summary of Significant Accounting Policies

The accompanying financial statements have been prepared in conformity with the American Institute of Certified Public Accountants' industry audit guide for the audits of Voluntary Health and Welfare Organizations.

All contributions are considered available for unrestricted use, unless specifically restricted by the donor. Pledges for contributions are recognized in the accompanying statements as they are received.

No amounts for donated materials or services have been reflected in the accompanying financial statements. The amount of donated materials is not significant, and no objective basis is available to measure the value of donated services.

Materials for sale or use are stated at the lower of cost, on the first-in, first-out method, or market, which is in conformity with the revised Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations.

Equipment is stated at cost less accumulated depreciation. Depreciation is provided over the estimated useful lives of the assets computed on the straight-line method.

2 — Board Designated Long-Term Investment

In the current period, the Governing Board has designated funds in the amount of \$41,397 for long-term investment. The aggregate of such funds designated by the Board is \$213,476 and \$172,079, respectively, at June 30, 1981 and 1980.

3 — Restricted Fund

The Council received grants from four foundations totaling \$75,000 during the years ended June 30, 1981, 1980 and 1979 to finance a two-year project to develop standards for low vision services. Of the preceding grants, \$36,394 and \$38,606 was expended in the years ended June 30, 1981 and 1980, respectively.

Grants were also received from two foundations totaling \$70,000 during the years ended June 30, 1981 and 1980 for revision of standards. Of these grants, \$42,560 and \$2,839 was expended in 1981 and 1980 and the remaining \$24,601 was deferred to be applied in fiscal 1982 and thereafter.

A grant of \$15,000 was received by the Council during the year ended June 30, 1980 for the purpose of the advancement of standards, of which \$11,250 and \$3,750 was expended during the years ended June 30, 1981 and 1980, respectively.

A grant of \$3,000 was received during the year ended June 30, 1978 for the purpose of reproducing the Council's annual report and newsletters for blind and visually handicapped persons, of which \$1,163, \$1,437, and \$400 was expended during the years ended June 30, 1980, 1979, and 1978, respectively.

Another grant of \$25,000 was received from a foundation during the year ended June 30, 1981 to be used beginning July 1, 1981 for revising standards for rehabilitation centers.

The unexpended balances of the foregoing grants, totaling \$49,602 and \$94,805 at June 30, 1981 and 1980, are reported as deferred revenue in the restricted fund for future use.

4 — Pension Plan

The Council provides pension benefits for eligible employees through the National Health and Welfare Mutual Life Insurance Association. These benefits cover all employees over 25 years of age with more than one year of service, and their cost is borne by the Council. The total expense to the Council for the years ended June 30, 1981 and 1980 was \$13,814 and \$8,860, respectively. There are no prior service costs. A contribution of \$4,000 was also made each year to a special retirement account for a former Executive Director.

5 — Leased Premises

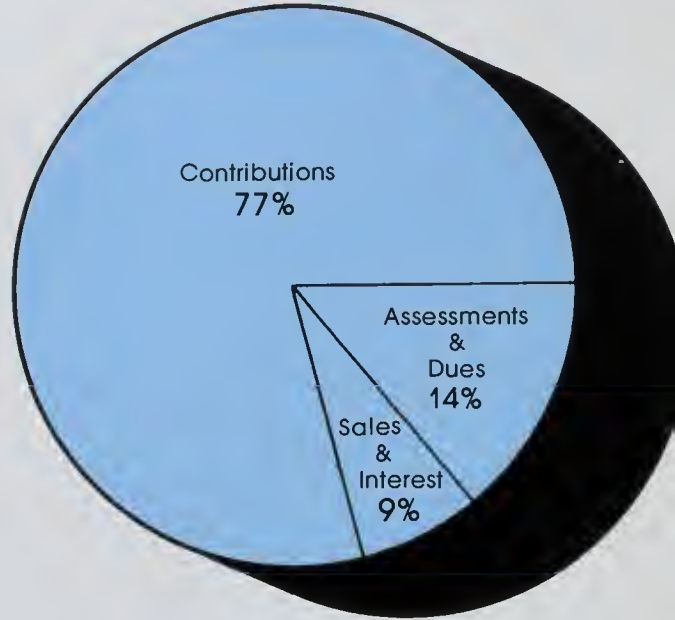
The minimum rental commitment under a lease commencing July 1, 1978 for the Council's office space, excluding payments for utilities, is as follows:

Years Ended June 30,

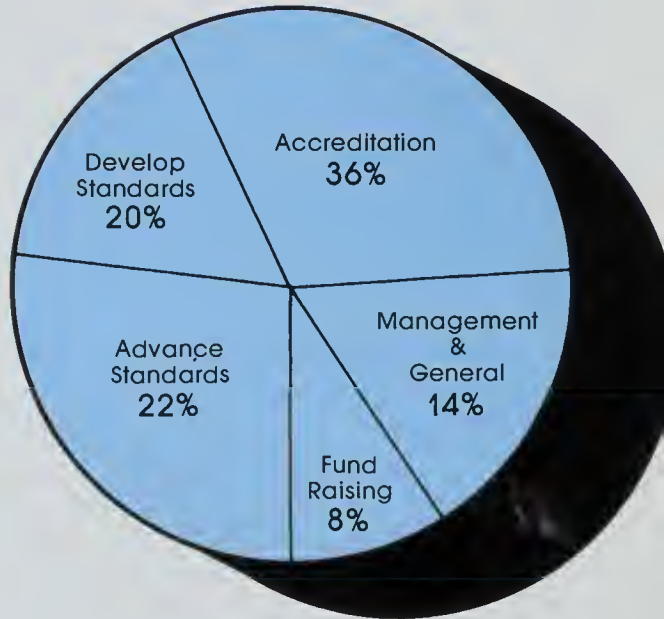
1982	\$17,045
1983	\$17,545

Rental costs aggregated \$20,693 and \$19,668 for the years ended June 30, 1981 and 1980, respectively.

Summary of Income and Expenses



Income
\$459,334



Expenses
\$396,866

Directory

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Executive Director

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(Past Presidents)

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Peter J. Salmon 1972-73*
Daniel D. Robinson 1973-75
Louis H. Rives, Jr. 1975-79

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*deceased January 1981

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J. Max Woolly

Special Gifts

There are many ways you can help assure that the National Accreditation Council will continue to thrive now and in the years ahead. You might wish to make a tax-deductible contribution on an annual basis. We suggest that you also consider other ways of expressing your support.

A thoughtful way to celebrate a happy occasion is to make a gift to NAC. Birthdays, weddings, anniversaries, births — all these occasions take on even more meaning when coupled with assurance that blind people will receive quality services. Many persons also have paid their respects to deceased loved ones and friends by making memorial gifts to NAC. All such gifts are appropriately acknowledged.

Bequest Form

We deeply appreciate the support received from donors who have remembered NAC's work in their wills. For persons wishing to make bequests to NAC, we suggest the following statement for inclusion in wills: "I give and bequeath to the National Accreditation Council for Agencies Serving the Blind and Visually Handicapped, Inc., a not-for-profit corporation located in New York, N.Y., the sum of \$ _____ to be used by the Council's Board as deemed advisable within the corporate powers of such Council."

Thank You, Sponsors and Supporters

As of
June 30, 1981

NAC exists because of the many persons and organizations in the field of services for the blind who want a practical way to improve services and safeguard the public's funds. Most of the organizations that created NAC continue as official Sponsors and Supporters, and they have been joined by others.

Sponsors and Supporters help us shape our policies, procedures and programs. They also encourage agencies and schools in their communities and spheres of influence to take the plunge and go for accreditation.

They help NAC revise and strengthen the standards it uses to evaluate agencies and schools. They supply volunteers to serve on technical committees, on-site review teams, Commissions and NAC's Board of Directors.

They help agencies and schools to evaluate their administration and services in the light of the standards, and they help them to implement recommendations for improvement made by NAC.

Sponsors are organizations of national or international scope, not eligible to apply for accreditation, with a primary interest in quality services to blind persons; they are voting members of NAC. Supporters are organizations, not eligible to apply for accreditation, interested in quality services to blind and visually handicapped persons, and wishing to publicly identify with NAC's mission.

NAC is grateful for the encouragement and support of these organizations:

Sponsoring Members

Affiliated Leadership League of and for the
Blind of America
American Association of Workers for the
Blind (AAWB)
American Council of the Blind (ACB)
American Foundation for the Blind
Association for Education of the
Visually Handicapped

General Council of Workshops
for the Blind
Guide Dog Users, ACB
International Services for the Blind
National Braille Association
National Industries for the Blind
United States Association for Blind Athletes

Supporting Members

American Council of the Blind of
New York State, ACB
American Council of the Blind of
South Carolina, ACB
Arkansas Chapter, AAWB
Arkansas Council of the Blind, ACB
Blinded Veterans Association, New York
Delta Gamma Foundation
Dept. of Rehabilitation and Special Education,
University of Arkansas at Little Rock
Georgia Federation of the Blind, ACB
Gopher State Blind Associates,
Minnesota ACB
Hartford Graduate Center
Helen Keller International
Illinois Association of Workers for the
Blind, AAWB
Illinois Federation of the Blind, ACB
Iowa Council of the Blind, ACB
Louisiana Council of the Blind, ACB
Matilda Ziegler Magazine for the Blind
Michigan Association of the Blind, ACB
Minnesota Chapter, AAWB
Mississippi Council of the Blind, ACB
National Society to Prevent Blindness
New York State Association of Workers
for the Blind, AAWB
Oklahoma Chapter, AAWB
Oklahoma Council of the Blind, ACB
Tennessee Council of the Blind, ACB
Wisconsin Chapter, AAWB



National Accreditation Council
for Agencies Serving the Blind & Visually Handicapped

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